

COMPREHENSIVE ECONOMIC DEVELOPMENT PLAN

TOWN AND VILLAGE OF CUBA

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Prepared with the assistance of Stuart I. Brown Associates, Inc.

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PLANNING PROCESS AND METHODOLOGY

This Comprehensive Economic Development Plan (CEDP) represents the result of a year long collaborative planning effort between the Village and Town of Cuba. The two communities appointed a six (6) member Governing Board to guide and oversee the planning process and the preparation of the CEDP document. The following served as members of the Governing Board:

Thomas Taylor, Village Mayor	Barbara Deming, Town Supervisor
Dr. Michael Doyle, Village Trustee	Jerry Scott, Deputy Town Supervisor
Lee James, Chamber of Commerce President	Gary Gluck, Cuba Town Councilman

The Governing Board conducted its kick-off meeting to begin work on the project on March 11, 2009. Meeting monthly thereafter, the Governing Board continued its work until the CEDP was complete in April 2010. The Village and Town of Cuba engaged the services of Stuart I. Brown Associates, Inc., a planning and community development consulting firm based in Rochester, New York, to assist with the project. Stuart I. Brown Associates assisted the Governing Board by (a) conducting research, (b) assembling and analyzing data and information, (c) coordinating public participation, (d) facilitating public focus group meetings and roundtable discussions, (e) developing survey questionnaires and (f) drafting and revising the CEDP document.

Great effort was made to engage Town and Village residents, business owners and operators, and other community stakeholders in the planning process. Public and stakeholder participation was viewed as vital to ensure that the plan reflected the sentiments and vision of the community’s residents and business community. Public input was obtained using two methods. One method involved the use of focus group meetings and the other involved the use of public surveys.

The survey questionnaires were designed to identify features and characteristics of the community that respondents would like to see changed or improved and features and characteristics that they would like to see retained. The survey also provided the public and target groups with opportunities to share their ideas and offer suggestions for revitalizing the community’s economy. *Zoomerang*, a web-based survey service, was used for the survey so that respondents could simply log on the *Zoomerang* site and complete the survey at their convenience. Announcements about the survey with instructions for accessing it on the web were distributed to 159 community stakeholders by postal mail. Handbills containing the same information were posted conspicuously throughout the community and mailed to churches, service clubs and other community groups which were requested to make their members aware of the survey and the focus group meetings. The same information was also posted on the Village-Town website with a link to the survey questionnaire. All notices also contained the schedule of the focus group meetings and an invitation for stakeholders and members of the public to participate.

Separate survey questionnaires designed for use with the business community were prepared and distributed to Chamber of Commerce members and local businesses owners and operators via an

e-mail blast. Another survey designed for Cuba Lake residents and property owners was developed and the link placed on the Cuba Lake Association website.



In addition to the web-based survey, the Governing Board developed a hardcopy survey questionnaire specifically for obtaining information from Cuba-Rushford Central School District students. This questionnaire was designed to collect quality-of-life information from the students' perspective. The questionnaire was distributed to teachers to administer to their students. The results were hand tabulated.

The focus group meetings, which consisted of a series of five (5) meetings, were conducted to facilitate public and stakeholder participation and to generate ideas and suggestions for revitalizing the local economy. The focus group meetings were held monthly during the fall and winter months of 2009-2010. The publicity for the focus group meetings coincided with the publicity carried out for the surveys. In addition, news releases inviting the public to the focus group meetings were also distributed to the local media.

The focus group meetings were conducted as means to bring stakeholders, residents, business owners and operators, and the Governing Board together to discuss specific economic revitalization topics and to brainstorm together with the intent of developing economic revitalization recommendations and strategies. All focus group meetings were held at the Cuba Elementary School. The first three focus group meetings were specifically on the topic of economic development strategies. Each session built upon the progress made at the preceding

session. The fourth focus group meeting concentrated on developing strategies for improving housing opportunities and the housing stock, a quality-of-life attribute that affects the economic viability of a community. The final focus group meeting involved discussions about improving local government efficiency and improving public infrastructure, both of which also affect the economic viability of a community. The ideas, suggestions and recommendations that participants offered during the roundtable discussions were recorded and incorporated in the CEDP Action Plan and Implementation Strategy.

Prior to the public focus group meetings, background information was assembled, summarized and made available to the public on the Village-Town joint website. This information included economic and community development strategies that other small, struggling rural communities around the nation were using to achieve economic revitalization, a list of Cuba's assets and resources, and a SWOT analysis (**s**trengths, **w**eaknesses, **o**pportunities and **t**hreats) of the Cuba community. In addition, a list of accomplishments that had been achieved in the community during the preceding five years was assembled and posted on the website to illustrate the significant amount of success that the community had recently achieved. Posting the foregoing information on the Village and Town website ensured that most residents and stakeholders had quick and easy access to the information. The information also provided residents and stakeholders with food for thought so that they could come to the focus group meetings with ideas and suggestions and be prepared to participate during the roundtable discussion and brainstorming that occurred at the meetings.

The focus group meetings were well attended and all attendees participated in the discussions. Many participants attended most, if not all, of the meetings which helped ensure continuity from one meeting to the next. Many thoughtful and high-quality ideas and suggestions were offered by stakeholders and the public at large during the meetings. Virtually all of the suggestions offered at the focus group meetings have been incorporated into the CEDP Action Plan.

BUSINESS-FRIENDLY ENVIRONMENT

One of the main goals of the project was to develop a strategy for improving the business environment in Cuba to make it more business friendly. A business-friendly environment is essential to fostering economic revitalization. An understanding of the features and conditions that comprise a business-friendly environment is an important first step. The business environment within a small community can and does affect a community's commercial vitality, for better or for worse. Business owners prefer to operate their businesses in communities where the local government does not impede them from operating their businesses efficiently and profitably. Prospective entrepreneurs have abundant challenges starting new business without having to deal with obstacles placed in their paths by onerous municipal regulations and requirements.

Unlike large, national chain stores that have full-time experienced staff accustomed to dealing with numerous types and degrees of municipal regulations and requirements, the owners of small businesses have limited time, money and patience. Small business owners and entrepreneurs, when confronted with requirements or regulations that are difficult or expensive to comply with

or that unduly delay their efforts are likely to become frustrated and may consider moving to or starting their businesses in other communities.

The following community attributes contribute to a business-friendly environment.

- Affordable taxes and fees
- Affordable workers compensation insurance premiums
- Abundant availability of affordable, shovel-ready sites in suitable locations and/or the existence of a selection of attractive, well-maintained and efficient storefronts or commercial buildings
- A good supply of an educated, well-trained and skilled labor force imbued with a strong work ethic
- Good availability of conveniently located and affordable educational and training programs that meet the needs of their employees
- A clear understanding of the governmental rules and regulations with which business owners and operators must comply
- Reasonable governmental regulations and quick review and approval/permitting processes
- Good accessibility and close proximity to highways, rail service, and airports
- Availability of utility services (public water and sewer, telecommunications, broadband Internet service, electricity and natural gas) at affordable rates
- A community that possesses many quality-of-life attributes in which business owners and their employees would like to reside. Quality of life attributes include: (a) scholastically strong schools that offer a broad range of academic and athletic opportunities; (b) high-quality and affordable housing, (c) the availability of high-quality, conveniently located medical services, (d) a wide range of recreational, entertainment, and cultural opportunities, and (e) a wide range of retail shops and services in the community. Business owners and entrepreneurs often must take into consideration the wishes and desires of their spouses and children when selecting a community in which to reside and locate or start a new business. A community's quality-of-life attributes may very well influence a business owner's or entrepreneur's decision.

Some of the foregoing attributes are within the sole control of the Cuba Town and Village governments. The Village and Town should do all that is possible to maximize these attributes. Other attributes, although outside their control, can be influenced by the Town and Village and efforts should be made to influence such attributes in a positive manner. The attributes over which the Village and Town exercise the greatest control include public water and sanitary sewer

infrastructure and services, the permitting and review processes (zoning permits, building permits, site plan review, etc.), the amount and strictness of regulations, and local property taxes and fees.

DOWNTOWN CUBA

Existing Conditions and Issues

In past times, the leaders of small communities seldom if ever had to think about marketing or promoting their communities. Back in the 1940s and 1950s many small communities in the northeastern region of the United States often contained at least one large or significant manufacturing plant and perhaps several smaller, but important, manufacturing plants that provided good paying jobs for a large percentage of the working residents. These manufacturing businesses provided the economic foundation that sustained the retail business community. Under these conditions, many communities were nearly self-contained. Residents could not only work in their own community, but the variety and number of retail shops in the community were capable of meeting all or nearly all their needs. Driving miles to shop was unheard of in those days, unless the shopping trip was for the purpose of purchasing a unique specialty item or the shopping trip was considered as a pleasurable outing.



In the center of most small communities, a central commercial business district often thrived, with a wide assortment of small, individually owned proprietary shops and stores that sold general merchandise, men's and women's clothing, shoes, hardware, paint, pharmaceuticals, meats and groceries, furniture, children's toys, newspapers and magazines, and more. Sidewalks with bustling crowds of shoppers were common sights on the one or two evenings that the retail businesses remained open.

During these yesteryears, municipalities did not have to consider undertaking economic development and marketing activities. Merchants working individually and collectively through merchant associations or Chambers of Commerce marketed their businesses and the community as a whole.

With the advent of the Eisenhower Interstate highway system in the 1960s came the suburbanization of the nation along with the rise of large regional and national chain stores. The impact on the business environment in small, rural communities was severe. Shopping plazas and malls occupied by large chain stores which provided lower prices were constructed in the outlying suburbs of urban areas. The prospect of lower prices and the faster access provided by the new highway system began to undermine the central business districts of small towns as ever increasing numbers of residents were enticed to the large shopping centers. Overtime, small proprietorships with dwindling customers and declining profit margins discovered they were unable to compete with the large shopping centers and were forced out of business. Many small communities were eventually confronted with streets in their downtown business districts lined with vacant storefronts. A self-promoting, vibrant retail business district no longer existed, leaving a marketing and promotion void in the community. As time passed, some owners of retail properties, unable to recoup investments they made in their properties, began to neglect maintaining their buildings. Unfortunately, the results of this trend are clearly visible today in the Village of Cuba.

A large proportion of the storefronts in downtown Cuba are vacant or underutilized, some for extended periods of time. Several are not maintained and display visible signs of decay. The types of goods and services available downtown are now very limited, drawing few shoppers into what used to be the commercial core of the community. The relocation of the Post Office just a few years ago from downtown proved to be the death knell for some marginal businesses that relied on pedestrian traffic generated by the Post Office.



Opportunities for Downtown Revitalization

Despite the current bleakness of downtown Cuba, the central business district has the potential to make a comeback. For one thing, the old structures housing the storefronts are historic and display very attractive architecture. In addition, new senior citizen housing and assisted living soon to be constructed by Cuba Memorial Hospital will be at a location that will draw many more people through the downtown. The former Palmer Opera House, a historic landmark, containing three store fronts in the middle of downtown Cuba, was saved and is currently being refurbished by the Cuba Friends of Architecture. The vacant buildings to the west of the Palmer Opera House were recently purchased at tax sale and the new owners are renovating the buildings with the intent to fill them with retail businesses. These activities clearly demonstrate that those involved see a future for downtown Cuba and are working to restore its commercial vitality.

The need to develop strategies to attract new businesses and to encourage start-up businesses in the central core of the community served as the impetus for this CEDP project. Furthermore, as a sufficient number of retail businesses no longer exist to self-promote and market the downtown business district, new marketing and promotional strategies must be devised and implemented.

HOUSING STOCK

The availability of good housing is an important element for the economic prosperity of any community. High quality housing can assist in attracting new residents to a community whether they are long-term residents of other nearby communities seeking better or more suitable housing or people moving in from outside the area for business, employment or educational purposes. All other variables being equal, well-maintained, high-quality and attractive housing is more likely to attract new residents with greater financial means into a community than deteriorated, poorly-maintained housing. Such residents can provide a financial infusion into the local economy as they are likely to spend larger amounts of money on retail purchases.

Good housing stock is also an essential consideration for entrepreneurs and business executives when searching for locations to start new businesses or to expand and/or relocate existing businesses. Attracting and retaining managerial and professional employees is a key consideration. The people filling such positions typically have families whose comfort and happiness must be taken into consideration. The availability of attractive, comfortable, high-quality housing, is often a key consideration for managerial and professional people when deciding where to relocate their families.

Existing Housing Stock

Table 1 displays information from the 2000 US Census about the number of residential dwellings and the age of the housing stock in the Village of Cuba, Town of Cuba and Allegany County.

TABLE 1
Age of Housing Stock
Town and Village of Cuba and Allegany County

Year Constructed	Village of Cuba		Town of Cuba		Allegany County	
	No.	%	No.	%	No.	%
1939 or Earlier	430	61.2	235	23.3	9,244	37.7
1940-1959	113	16.1	139	13.8	3,167	12.9
1960-1979	117	16.6	278	27.6	6,466	26.3
1980-1999	43	6.1	357	35.3	5,628	23.1
TOTAL	703	100	1,009	100	24,505	100

Source: 2000 US Census

As Table 1 reveals, in 2000 the Village of Cuba contained 703 residential dwelling units and the Town had 1,009 dwelling units. The Village of Cuba has a significantly high percentage of older housing stock with 61.2% constructed prior to 1940. Another 16.1% was constructed between 1940 and 1959 inclusive. In contrast, slightly less than one quarter (23.3%) of the housing stock in the Town of Cuba was constructed prior to 1940, while 62.9 percent was constructed since 1959. The age characteristics of the housing stock in Allegany County more closely resemble the characteristics of the Town's housing stock.

The Village of Cuba had the lowest proportion of owner-occupied dwellings (61.2%) and the highest percentage of renter-occupied dwellings (38.8%) as Table 2 reveals. This would be expected, as apartment buildings are typically constructed only in areas where municipal water and sanitary sewer service are available. In addition, many older dwellings found in established villages are often large houses which, if not owner occupied, are frequently converted into two-family, three-family or even multiple family dwellings to maximize rental income. Owner-occupied dwellings accounted for 85.2% of the housing stock in the Town of Cuba. Nearly three-quarters (73.5%) of the housing stock in Allegany County is owner occupied.

TABLE 2
Owner-Occupied Versus Renter-Occupied Housing
Town and Village of Cuba and Allegany County

Occupancy	Village of Cuba		Town of Cuba		Allegany County	
	No.	%	No.	%	No.	%
Owner-Occupied	389	61.2	598	85.4	13,298	73.8
Renter-Occupied	247	38.8	102	14.6	4,711	26.2
TOTAL	636	100.0	700	100.0	18,009	100.0

Source: 2000 US Census

Housing Conditions Survey

The Cuba Community Development Corporation (CCDC) is a Rural Preservation Company that serves the Town and Village of Cuba as well as the Towns of Belfast, Clarksville, Friendship and New Hudson. The mission of the CCDC is to improve the housing stock and housing opportunities for low-income persons residing within the agency's service area.

The Genesee Valley Improvement Corporation (GVIC), a subsidiary of the Allegany County Community Opportunities and Rural Development (ACCORD) agency is also a Rural Preservation Company. Although GVIC's service area encompasses all of Allegany County, the agency primarily focuses on serving the areas of the County outside CCDC's service area.

CCDC conducted a housing conditions survey in the Town and Village of Cuba in 2009 in preparation for seeking grant funds to make housing improvements in Cuba. The survey included windshield surveys (i.e., visual inspections of the exterior of the houses) as well as interior inspections of several houses. A total of 442 residential dwellings or approximately 25 percent of all the dwellings in the Town and Village were determined to be substandard. This figure includes 45 dwellings that were classified as dilapidated, 133 as severely substandard and 264 as moderately substandard.

The only existing housing needs information available for Allegany County is found in the *Allegany County 2007-2012 HUD Consolidated Plan* prepared in July 2007. Much of the data used in this Plan came from HUD's own *Comprehensive Housing Affordability Strategy* which was based on 2000 Census information provided to HUD by the US Census Bureau. The information presented in the Consolidated Plan is primarily county-wide data. Very little information regarding housing needs and problems of individual municipalities is provided and no information pertaining exclusively to Cuba is found in the Consolidated Plan.

The Consolidated Plan suggests that suitable and affordable housing for lower-income persons and families is the most significant problem in Allegany County. The Plan points out that although housing costs in Allegany County are low compared to the housing costs in other parts of the State, to conclude that housing in Allegany County is affordable would be erroneous as household incomes in Allegany County also low due to depressed wages. As a consequence, many Allegany County households spend more than 30 percent of their income on housing. The Plan further states that much of the housing stock most affordable to low-income households is in poor repair and even unsafe.

Although the stock of subsidized senior citizen housing in Allegany County is very limited, the HUD Consolidated Plan suggests that there is adequate if not abundant subsidized senior housing. This conclusion is predicated on the fact that most subsidized senior apartment buildings either typically have vacancies and/or no waiting lists. Discussions with CCDC staff, however, do not support this conclusion with regard to the situation in Cuba. The CCDC receives calls weekly from senior citizens and/or relatives of senior citizens seeking senior housing in Cuba. It should be noted that there are no senior housing facilities, subsidized or unsubsidized, to be found in the Town and Village of Cuba. The CCDC Executive Director is of

the opinion that there is, in fact, a need for subsidized senior housing in Cuba and that a 10 to 12 apartment facility would be adequate to satisfy the need.

Allegany County Housing Priorities

During the preparation of the HUD Consolidated Plan, Allegany County conducted a survey of 46 community-based human service agencies and all 39 municipalities within the County to help determine housing priorities within Allegany County. The following represent, in order of priority, the initiatives that survey respondents indicated should be the highest priority for improving the housing of low to moderate income families.

1. Address neighborhood blight and improve housing safety and livability (54%).
2. Increase the supply of decent, affordable housing for low to moderate income families through rehabilitation of owner-occupied homes (44%).
3. Increase the supply of specialized housing for the elderly (27%).
4. Increase the supply of decent, affordable housing through affordable homeownership (24%).
5. Increase the supply of decent, affordable housing through the affordability of rental properties (8%)

The order of the priorities identified by the human services agencies are as follows:

1. Address neighborhood blight and improve housing safety and livability (89%).
2. Increase the supply of specialized housing for the elderly (64%).
3. Increase the supply of decent, affordable housing for low to moderate income families through rehabilitation of owner-occupied homes (38%).
4. Increase the supply of decent, affordable housing through affordable homeownership (33%).
5. Increase the supply of decent, affordable housing through the affordability of rental properties (12%)

As the foregoing lists reveals, the ranking of the housing priorities expressed by the human service agencies polled are very similar to the ranking of the priorities expressed by municipalities. The exception is that the human service agencies ranked *increasing specialized housing for seniors* higher than did the municipalities and *increasing the supply of housing through rehabilitation of owner-occupied homes* lower than did the municipalities that responded to the survey. The cause of this discrepancy may be due to a awareness on the part of human service agencies of the need for specialized housing for senior citizens in Allegany County.

Past Efforts to Provide Senior Citizen Housing

It should be noted that circa 2001, the CCDC explored the possibility of constructing a small, rent-subsidized senior citizen apartment building in the Village of Cuba. The agency had

identified a vacant parcel of land appropriately located near downtown Cuba and suitable for a senior apartment building. CCDC was not able to pursue the project as the agency and the property owner were not able to reach an agreement on the value of the parcel. The CCDC also evaluated purchasing and converting for senior housing a former school building on Elm Street that was vacant at the time. The evaluation determined that it would be prohibitively expensive to convert the building for residential use.

The most significant obstacle to developing subsidized senior citizen housing in Cuba is the lack of an available lot suitably located and affordably priced. Senior citizen housing should be located near or a short distance from businesses seniors would patronize such as a grocery stores and pharmacies.

It is further worth noting that Cuba Memorial Hospital, through a market study of its own, has determined that there is a need/demand for upscale senior housing in Cuba. The Hospital recently secured the financing needed to construct independent housing for seniors as well as an assisted living facility.

The presence of Cuba Memorial Hospital in Cuba makes Cuba an ideal location for senior housing facilities of all types. Quick and easy access to health care is an important consideration to senior citizens.



Existing Housing Programs

CCDC administers four grant and low-interest loan programs designed to improve the housing for income-eligible homeowners. These include:

- Owner-Occupied Home Improvement Assistance Program - The grant pays 60% of the cost; the homeowner must contribute 40% matching funds for the cost of home improvements and repairs.
- Home Grant - 100% grant; no homeowner matching funds required.
- Home Repair Grant - 100% grant; no homeowner matching funds required.
- Housing Revolving Loan Fund – A low-interest loan program.

Each assistance program is funded from a different source of State or Federal funds. Home improvements and/or repairs that make the home safer, more energy efficient or that correct health hazards and/or building code violations are eligible for program assistance. All assistance is provided on a first-come-first-served basis.

The availability of assistance through the Home Repair Grant is limited geographically. The program is funded through Community Development Block Grant (CDBG) funds that CCDC administers on behalf of whichever municipality is awarded a CDBG. The agency prepares the grant applications on behalf of the municipalities. Applications are prepared and submitted on a rotating basis among the participating municipalities.

Causes of Poor Housing Maintenance

During the CEDP housing focus group meeting, participants identified the following causes of poor housing maintenance and housing deterioration.

- A misconception that routine housing maintenance and repair will result in higher property assessments and consequently higher property taxes
- Owners lacking sufficient income and money to keep dwellings in good repair
- Physical limitations that prevent property owners from performing maintenance and repair work
- Lack of home maintenance skills
- Lack of local handymen who could be hired to make routine repairs
- Poor attitude and lack of personal pride among some property owners
- Lack of property maintenance regulations to require property owners to maintain their properties
- Limited potential for increasing rents to recapture the cost of making improvements to rental properties.

INFRASTRUCTURE

Infrastructure can be divided into two categories, publicly owned and privately-owned. Publicly-owned infrastructure includes streets and highways, sidewalks, public parking lots, street lights, storm sewer systems and roadside drainage ditches, public water systems (treatment, storage and distribution) and sanitary sewer systems (wastewater collection systems and wastewater treatment plants). Private infrastructure, although often referred to as *public utilities*, includes electric generating facilities and electric distribution systems; natural gas distribution systems, and telecommunications facilities (telephone lines, cable television lines, and cellular towers, microwave antennae and devices, broadband Internet service, etc.). Private transportation includes public and private railroad services and facilities, private trucking services and facilities and public airports and private air passenger and freight carriers.

Good and reliable infrastructure is essential for supporting the economic viability of a community and creating a business-friendly environment. Retail businesses rely on good transportation systems to provide their customers with quick and easy access to their businesses and to receive and ship goods and merchandise. Good transportation systems are essential to industrial and manufacturing businesses for receiving supplies and materials as well as for shipping the products they manufacture. All businesses must have adequate supplies of water and a means for disposing of sewage which are of paramount importance. Although very small businesses may be able to utilize private, on-site wells and septic systems, most businesses need public water and sanitary sewer services in order to be able to operate. Due to the ever-increasing importance of the Internet for conducting business communications and businesses transactions, high-speed Internet access is no longer nonessential.

EXISTING TRANSPORTATION SYSTEM

Highways, Roadways and Streets

The motor vehicle transportation network in Cuba is comprised of a network of Federal, State, County and local highways, roads and streets.

Interstate Route 86 (I-86), which runs in an east-west direction, passes through the Town and Village of Cuba. The I-86 Exit (Interchange) 28 provides direct and easy access to the Town and Village via State Route 305.

New York State highways that pass through the Village and Town of Cuba include Route 305 (Genesee & South Streets in the Village) and Route 446 (Water Street in the Village).

Only one Allegany County roadway, i.e., Route 20, passes through the Town and Village of Cuba. Route 20 corresponds to East Main Street in the Village. Allegany County Roads 6, 7C, 7D and 25 also pass through the Town of Cuba, but not the Village.

All streets within the Village are owned and maintained by the Village of Cuba except for I-86 and NYS Routes 305, 446 and County Road 20. The Village owns and maintains the sidewalks along Village streets as well.

All roadways in the Town of Cuba outside the Village except for I-86, NYS Routes 305 and 446, and Routes 305, 446, I-86, 6, 7, 7C, 20 and 25 are owned and maintained by the Town of Cuba. Most Town roadways have paved surfaces. The Town roadway network contains a few unimproved roadways with gravel surfaces commonly referred to as *dirt roads* which carry very low volumes of traffic.



Railroad Transportation

The Western New York and Pennsylvania Railroad Company (WNY&P) provides freight rail service to communities along its railroad line including Cuba. WNY&P has a rail siding and trans-load facility adjoining the Sargent Transportation Company located at 111 West Main Street in the Village of Cuba. Sargent Transportation Company operates the trans-load facility. For a fee, Sargent Transportation Co. will load and unload rail freight cars for local businesses and will haul the freight between the trans-load facility and local businesses. The WNY&P Railroad line has linkages to the Norfolk Southern, the Buffalo & Pittsburgh and the Oil City & Titusville Railroad lines. Passenger rail transportation service is not provided by or on the WNY&P Railroad line.

Airports and Air Transportation

The closest commercial service-primary airports to Cuba are the Buffalo-Niagara International Airport (a distance of 75 miles) and the Elmira-Corning Regional Airport (distance of 91 miles). The Chautauqua County/ Jamestown Airport, a commercial service-non-primary airport, is a distance of 69 miles from Cuba. Commercial freight and passenger air carriers operate at each of these airports.

Public Water Service

The Village of Cuba's water and sanitary sewer infrastructure is decades old and exhibits significant problems and deficiencies that have developed over time as components of the systems have aged beyond their useful life and display advanced, but normal, deterioration for such old systems. A declining tax base and the resulting lack of funds have prevented the Village from upgrading components in a timelier manner.

In 2009, the Village of Cuba undertook steps to aggressively seek State and Federal grants and low-interest loans for making improvements to its water and sewer infrastructure. The Village has obtained \$2.1 million in grant and low-cost financing through the Clean Water State Revolving Fund (CWSRF) Program for making improvements to the Village's wastewater treatment plant (WWTP). The Village also needs to address problems with its water distribution which has several old, deteriorating water mains that have failed (burst) multiple times during the past few years.

Public water and sewer service in the Town of Cuba outside the Village is available only in very limited locations, principally areas adjoining the Village. The Town has also taken measures to address its infrastructure deficiencies by obtaining a CWSRF grant and low-cost financing to construct a wastewater collection system around Cuba Lake and along Route 305 between the Lake and the Village of Cuba. When finished, this project will make sanitary sewer service available at the I-86/Route 305 interchange and will make undeveloped land adjoining and near the interchange much more attractive for commercial development.

Water Service

The Village produces its own water and owns and operates its own public water system. The Village's water system is comprised of two wells, one water storage tank and the water distribution system and appurtenances, but no water filtration plant, as the water is not filtered. One well is located at the end of Champlain Street, referred to as the Bicentennial well, and the other is located at Chamberlain Park. The Bicentennial well is capable of producing 286,000 gallons of water daily. The Chamberlain Park well is capable of producing 322,000 gallons of water daily. Generally, water is drawn from one well at a time. The wells were rehabilitated in 2006. The rehabilitation increased the capacity of one of the wells six fold. Typically water is drawn from one well for 15 days per month and then from the other well for the remainder of the month. This practice enables the Village to avoid demand charges for electricity, thereby reducing the cost to pump water.

A chlorinator is located at the site of each pump. The water is chlorinated before it enters the Village's water distribution system. During times of excess water production the excess water is pushed up the riser into the water storage tank to fill it. When the water pumps are not operating, the water flows down the riser from the storage tank back into the distribution system to supply customers. The glass-lined, elevated water storage tank located along Prospect Street was installed in the mid 1990. The 70 ft. diameter above ground tank has a capacity of 968,000 gallons. When fully filled, the tank stores sufficient water to supply the Village for approximately three days. The installation of the storage tank enabled the Village to eliminate a

booster pump (and reduce electric consumption) that was needed to ensure adequate pressures to customers located at higher elevations. The wells, pumps and storage tank are all in excellent condition.

The Town of Cuba provides water service to very limited areas within the Town near the Village. The Town contracts with the Village for maintenance of its water mains.

Water System Issues

Most of the Village's water distribution system is comprised of very old water mains constructed in the 1920s and 1930s. The condition and integrity of water mains in two locations in the Village are extremely poor. These sections are found along South Street, Chapel Street, and Woodruff Street. One of the two water mains that run along Chapel Street has ruptured five times during the past couple of years. These breaks along Chapel Street occurred between Stone and East Main Streets. The water main along Woodruff Avenue has also exhibited multiple ruptures with three breaks occurring during the past 1-1/2 years. Priority should be given to replacing these water mains as soon as is practical.

The New York State Department of Transportation (NYSDOT) has plans to reconstruct Route 350 within the Village from Water Street (Route 446) to the Village's southern boundary, which includes South Street. Although NYSDOT has not yet scheduled the project, the reconstruction could occur within four to five years from the date that this CEDP was prepared. Given the current poor fiscal condition of New York State, the project may be pushed further into the future. The water main along South Street is also of 1920 to 1930 vintage and is in an advanced state of deterioration. It could be anticipated that as the water main continues to age and deteriorate, breakages will occur with increasing frequency.

Replacing deteriorated water mains in conjunction with street reconstruction can result in substantial future cost avoidance. NYSDOT requires municipalities to restore State Highways to their prior condition when excavations are made into the highways to repair or replace water mains. If water mains (and sanitary sewers) are replaced in conjunction with the reconstruction of a State highway, a municipality is relieved of the cost of street restoration. The cost savings can be as much as 15 percent of the cost of a water main construction project. Replacing the South Street water main at the time NYSDOT reconstructs South Main Street would be financially advantageous to the Village of Cuba.

WASTEWATER COLLECTION AND TREATMENT

Village Sanitary Sewer Service

The Village's wastewater treatment plant (WWTP) is located along Route 446 just outside the Village's western boundary along Oil Creek, into which the effluent is discharged. The WWTP was constructed in 1965, with an extensive upgrading undertaken in 1988. The Village's waste water collection system, like the Village's water distribution system, is very old and in advanced stages of deterioration. The wastewater collection system is comprised of an assortment of

sanitary sewers ranging from 6-inch diameter pipe to 15-inch diameter pipe. Much of the wastewater collection system was installed in the 1930s, nearly 90 years ago.

The design of the wastewater collection system, the deteriorated condition of the sewer pipe and the high groundwater table enable large amounts of groundwater to enter the system (inflow and infiltration (I/I)). This is contrary to Federal and State environmental regulations and prevents the wastewater from being appropriately treated.

The Village engaged the services of Clark Patterson Lee, a consulting engineering firm, to evaluate the WWTP and collection system and to develop recommendations for improving the system and reducing I/I. The resulting engineering report dated December 2007, contains recommendations for improving the wastewater collection system and the WWTP. The recommendations call for installing new sanitary sewer along upper East Main Street, upper Spring Street, Orchard Street between Mill and West Main Street, and north side of West Main Street, and Water Street between Genesee and Elm Streets. Recommended improvements to the WWTP call for (a) replacing primary pump station, (b) making improvements to the recirculation pump station, (c) improving the clarifier, (d) replacing the roof on the drying beds, (e) making improvements to the trickling filter, and (f) converting the anaerobic digester to an aerobic process. The total estimated cost for all of the aforementioned improvements is \$1.2 million. The Village was awarded a combination grant and loan in 2009 for use to construct all of the recommended improvements.

Town Sanitary Sewer Service

Until 2010, the Town provided no sanitary sewer service to properties within the Town. In 2009, the Town obtained a \$5.3 million grant to construct sanitary sewers to serve properties around Cuba Lake and along Route 305 between the Village of Cuba and Cuba Lake. The wastewater collected in the Town will be conveyed to the Village's WWTP to be treated. With the construction of the sanitary sewer, the area on either side of the I-86 Interchange will have sanitary sewer service. This will be the only interchange in Allegany County served with public water and sewer.

Storm Water Drainage System

Storm water sewers provide for storm water drainage within the Village. The Village is responsible for maintaining all of the storm sewers in the Village except for the storm sewer along Route 305 which is the responsibility of the NYS Department of Transportation to maintain. Storm water drainage outside the Village is provided by roadside drainage ditches and cross-road culverts. The Town is responsible for maintaining the drainage ditches and culverts that are along Town roadways.

Storm water drainage in the Village is problematic due to the flat topography of the Village, which for the most part is located on the floor of a valley. Basements are susceptible to groundwater incursion. The extent of the drainage problem has not yet been quantified. Although the Village had contracted with its consulting engineer to assess the storm water

system and develop recommendations, work on the evaluation has been placed in abeyance while the engineer focuses his attention on the sanitary sewer improvements previously discussed.

Currently, the Village owns and is responsible for the storm sewers along Route 305 (Genesee and South Streets.) When the NYSDOT reconstructs Route 305, NYSDOT will assume ownership of and maintenance responsibility for this storm sewer. The NYSDOT intends to redesign and construct a new storm sewer. It is anticipated that the new storm sewer will significantly improve storm water drainage in downtown and along the Route 305 corridor.

Electric and Natural Gas Service

Electric power is available throughout Cuba (Town and Village) and is provided by National Grid. Natural gas service is provided by National Fuel Gas. Natural gas service is available throughout the Village and along the major highway corridors in the Town.

Telecommunication Services

The telecommunications infrastructure network is depicted on the map on the following page. As the map illustrates, the Town and Village of Cuba are within the Verizon service area. The map shows that Internet access is available throughout the Village of Cuba. Service is available in portions of the Town of Cuba primarily along State highway and County Road corridors and around Cuba Lake. Hardwired telecommunications service is available throughout the Village and in much of the western half of the Town of Cuba, principally along the primary highways and roads that serve the Town. Hardwired service is not as readily available in the eastern half of the Town of Cuba with the exception of the County Road 20 corridor. Two Verizon cell towers and one AT&T cell tower are located within the Town of Cuba.

Planning For and Financing Future Infrastructure Improvements

Municipalities with stagnant or diminishing financial resources often defer replacing their infrastructure when its useful life cycle has elapsed. Instead, many municipalities choose to rely on continued maintenance in efforts to gain a few more years of useful life out of their aging infrastructure. This approach is understandable, in view of the high cost involved in replacing infrastructure. If this strategy is used long-term, however, the municipality will be eventually confronted with widespread infrastructure failures that will require comprehensive replacement at very high expense.

Often it can take several years of planning and effort to bring an infrastructure replacement project to fruition, especially in communities that must rely on for Federal and/or State financial assistance. Although a municipality may be eligible for Federal or State financial assistance, obtaining such funding is often a competitive process with municipalities competing with each other on a state-wide basis. In other cases, although the process is not competitive, municipalities are required to document that they meet the eligibility requirements. Eligibility requirements are often based on the income level of the community or of the residents who would benefit from the infrastructure improvement if the project does not provide a community-wide benefit. Virtually, all Federal and State funding agencies require municipalities to

demonstrate the feasibility of infrastructure projects and to provide accurate cost estimates before the agencies will consider providing financial assistance. Some of the agencies have a multiple-step application process and various application requirements that must be satisfied before financial assistance will be provided. In order for a municipality to successfully seek and obtain financial assistance, it must incur some initial expenses to document its eligibility, demonstrate the feasibility of its project(s), and provide accurate cost estimates.

The lack of a long-range and comprehensive capital improvement plan (CIP) can and often does prevent a community from obtaining Federal and State financial assistance. Without a CIP, the need for replacing various infrastructure components on a timely basis is often lost in the shuffle as municipal board members and staff change over time. The lack of a CIP can make it difficult for municipal officials to acquire a comprehensive view of a municipality's capital improvement needs or to establish priorities for capital improvement projects. As a result, the preliminary steps necessary to obtain financial assistance are not taken, resulting in the community missing out on financial assistance opportunities. The use of a CIP can also enable communities to schedule capital improvements so that the fiscal impact on property owners and residents is more uniform over time to avoid large fluctuations.

Space Saver For Telecommunications Map

MUNICIPAL SERVICES AND THE COST TO PROVIDE SERVICES

Not infrequently, opportunities exist for villages and towns to reduce their operating and/or capital costs by eliminating the duplication of services. This can sometimes be achieved through collaborative measures such as service agreements whereby one municipality provides a service or services to another (or others) for a fee or through joint agreements through which two (or more) municipalities jointly own and operate a building, facility or equipment. Table 3 identifies the existing shared services arrangements between the Town and Village of Cuba. As Table 3 illustrates, the Town and Village collaborate with each other extensively.

It is not uncommon for village and towns to duplicate services. Villages sometimes provide services that they are not legally required to provide, thereby duplicating services that towns are mandated to provide pursuant to New York Town Law. If such duplication is occurring, a village can cease providing the duplicative service(s) and rely on the town to provide the service(s) as mandated. The following identifies municipal services that are often duplicated. The applicability to the Town and Village of Cuba is also discussed.

Justice Courts

Villages and towns that both provide their own separate justice courts can reduce costs by eliminating the village justice court and letting the town justice court serve both town and village residents. Towns are required under Town Law to provide justice courts; villages are not. As the Village of Cuba does not operate its own justice court, no opportunity exists for reducing costs by eliminating a village justice court.

Assessment

Village and towns that have separate assessors can reduce costs by eliminating the village assessor position and relying on the town assessor. The Town of Cuba's Board of Assessment assesses property in the Town and Village of Cuba and prepares the assessment rolls for both municipalities. As the Village is not an *assessing unit* and does not have its own assessor, there is no opportunity to reduce municipal costs associated with the elimination of a village assessor position.

There may be potential to reduce the cost of assessment services through the Coordinated Assessment Program (CAP). Under the CAP program two or more municipalities may jointly hire a Sole Assessor who serves as the Assessor for each participating community. Often sharing salary expenses enables municipalities to have lower costs than they would have if each hired its own Sole Assessor. Furthermore, New York State provides a one-time consolidation incentive of \$7.00 per parcel for communities that elect to participate in the CAP program. This is in addition to the \$5.00 per parcel assistance New York State provides to municipalities that maintain and revise their assessments to keep them at 100 percent of market value. As the Town of Cuba currently has an elected Board of Assessors, the Town would first have to follow the process required to replace the Board of Assessors with a Sole Assessor. At least two CAPS are currently operating elsewhere in Allegany County.

TABLE 3

Existing Shared Services Arrangements

Shared Services	Departments	Agreement
Equipment/Maintenance Crew/Manpower	Village Dept of Public Works Town Highway Department Cuba-Rushford Central School Allegany County New York State	Informal
Fuel Farm	Town Highway Department Village Dept of Public Works Cuba-Rushford Central School	Formal with Rinker Oil
Police	Town	Formal with Village
Assessor	Town	Formal with Village
Animal Control Officer	Town	Formal with Village
Fire Department	Village	Town contracts with Village
Water Districts (3)	Village	Town contracts with Village
Sewer Districts (5)	Village	Town contracts with Village
Recreational Program	Village	Town contracts with Village
Library	Cuba Library	Formal with Village & Town
Official Cuba Website	Village, Town, Lake & Chamber	Village & Town with STW
Salt Shed	Town, Village and County \$234,781 grant from NYS to be constructed in 2009	Formal with Village & Town
Wastewater Treatment Plant	Leachate from Allegany County	Informal
Friendship Empire Zone	Town & Village share cost	Formal
Lights on Expressway	Shared by Town & Village	Formal
Sr. Citizen Community Center at Fire Hall	Town & Village	Informal

Police Department

The Town of Cuba operates its own police department and provides police services in both the Town and Village of Cuba. As the Village does not have a police department separate from the Town's, there is no opportunity to reduce costs through the consolidation of two separate police departments. Although the police department could be eliminated by the Town in order to reduce local government expenses, the Town and Village would have to give up what is viewed by most residents as an essential service. Although the Allegany County Sheriff's Department and the State Police would continue to provide police service in the Village and Town of Cuba, the level of service would likely be much lower. Neither the Sheriff's Department nor the State Police have the resources to provide the level of service that the Town of Cuba police department currently provides. Some small municipalities will contract with the County to arrange for the County Sheriff's Department to provide higher levels of police protection within their communities. The cost of contracting for higher levels of service, however, is often more expensive and can exceed the amount that a village or town would pay to operate its own part-time police department.

Fire Protection

The Village provides fire protection through the Village's Fire Department. Fire protection is provided within the Town of Cuba Fire Protection District through an intermunicipal agreement between the Village and Town of Cuba. The cost of providing fire service and operating the fire hall is shared between the Village and Town with each municipality paying 50 percent of the cost. As the Town and Village already share the cost of providing fire services through a single fire department, opportunities for reducing the cost of providing fire service by eliminating duplicative services do not exist.

Fueling Facilities

Towns, villages and school districts often can reduce their capital and operational costs by consolidating their separate fueling facilities into a single jointly funded facility that serves all participating parties. Neither the Town and Village nor the School District owns and operates a fueling facility. Instead, all three local governmental agencies contract to use a private fueling facility. Accordingly, there is no opportunity to reduce costs by consolidating separate fueling facilities.

Village Clerk, Treasurer /and Tax Collector Positions

Villages that have separate Village Clerk, Village Treasurer and Village Tax Collector positions can reduce costs by combining the duties of the separate positions into a single position. The Cuba Village Clerk Treasurer position already serves as the Clerk, Treasurer and Tax Collector. Duties of the Village Clerk, Village Treasurer and Village Tax Collector have already been combined into one position so opportunities for reducing costs through consolidation of positions do not exist. Similarly, the Town Clerk also serves as the Town Tax Collector.

Salt Barn

The Village and Town of Cuba have already taken measures to establish a joint salt storage barn. The Village and Town of Cuba and Allegany County applied for and were awarded a Shared Municipal Services Incentive (SMSI) grant to construct a shared salt storage barn. The barn, which has just recently been constructed, is located at the Town Highway Department site on Bull Street in the Village. This measure has reduced the capital costs of both municipalities by obviating the need to build separate salt storage facilities. The construction of a salt barn will also reduce the loss of road salt that occurs when the salt is not sheltered from the elements, which will result in further savings.

Sharing Highway Equipment

Both the Cuba Town Highway Department and Village Department of Public Works are small departments with very limited amounts of highway equipment. Table 4 identifies the larger pieces of equipment each department owns and operates. As Table 4 reveals, there is very little duplication of equipment. Although combined, the two departments have a total of six (6) dump trucks of various sizes and three (3) pickup trucks, there is virtually no potential for eliminating any of these vehicles through a shared use arrangement. This is due to the fact that these trucks are utility vehicles that are all used extensively on a daily basis by each department year round.

The Town Highway Department and the Village Department of Public Works already informally share with each other the few pieces of specialized equipment each owns. The two Superintendents have a good working relationship and make their equipment available for use by each other's department as needed.

Co-location of Town and Village Operations

Co-location of Town and Village operations or offices can often reduce the cost of providing municipal services. The co-location of the Town Highway Department and Village Department of Public Works was examined. The co-location of Town and Village administrative offices was also examined.

Under certain circumstances, co-locating a town highway department and a village public works department can result in substantial cost savings. Under other circumstances co-location provides little or no opportunities for savings. Although it would be possible to co-locate the Town Highway Department and the Village DPW at one site, it appears there would be very few and relatively small advantages for doing so in view of the large capital cost that would be necessary. A small amount of potential savings may accrue from eliminating the need to have duplicate sets of shop tools, by jointly purchasing materials and supplies in larger quantity to take advantage of quantity (bulk) pricing discounts, and by having a single building rather than separate buildings which would be more efficient to heat. In order for co-location to occur, however, a new building sufficiently large to accommodate both departments or an addition to an existing Highway Department or DPW building would have to be constructed. Whatever small

TABLE 4		
Comparison of Major Equipment		
Cuba Highway Dept. and Cuba Dept. of Public Works		
Type of Equipment	Village	Town
Large, Tandem-Axle Dump Truck	0	3
Single-Axel Dump Truck	2	0
Small, Single-Axel Dump Truck (1 ton)	0	1
Pick-up Truck	2	1
Highway Tool Truck (converted ambulance)	0	1
Flatbed Trailer	1 ^(a)	0
Utility Trailer	0	1
Street Sweeper / Road Broom	1 ^(b)	1 ^(b)
Tractor w/ backhoe	1	0
Small Tractor w/ front bucket & backhoe	1 ^(c)	1 ^(C)
Track Excavator	0	1
Bulldozer	1	0
Sewer Jet (No Vacuum)	1	0
Self-Propelled Mower	1	0
Road grader	0	1
Steel-Drum Compaction Roller	0	1
Self-Propelled Man Lift (scissors style)	1	0
Paving machine	0	1 ^(d)
<p>(a) Village's flat bed trailer is in deteriorated condition and is used infrequently. It is no longer suitable for transporting equipment, but may be used for transporting materials.</p> <p>(b) Village's equipment sprays water and has vacuum. Town sweeper has rotary broom only.</p> <p>(c) Village's tractor is used primarily at WWTP for moving sludge. Town's tractor has front loader bucket, but no backhoe.</p> <p>(d) Towns of Cuba, Amity and Belfast jointly own a used paving machine. Machine is very unreliable and is not actively used for fear of losing asphalt if the equipment breaks down. Town of Cuba borrows County paver. Village outsources paving jobs.</p>		

Sources: Town Highway and Village DPW Superintendents

operational savings that may result from collocation would be offset by the large capital outlay that would be required to construct the new building or building addition. Co-location would not be cost effective under the present circumstances. If, in the future, circumstances were to change and it became necessary for the Town or Village to construct a new Highway Garage or Public Works garage, the Village and Town should explore the cost effectiveness for co-location under such circumstances.

Often towns and villages can reduce their operational costs by co-locating their administrative offices in a single shared building rather than occupying separate buildings. Cost savings can be in the form of reduced utility costs (a single building is more efficient to heat and cool than separate buildings with equivalent floor space), reduced custodial and maintenance costs, reduced equipment costs (e.g., photocopy machines, facsimile machines, and computer servers can be shared rather than duplicated). The use of a joint facility can also reduce the amount of space needed. Restrooms can be shared. Conference and meeting rooms can be shared through scheduling arrangements. Town and Village staff can also be cross trained to help cover absences in each other's office due to illness, vacations and training.

In addition to the advantages inherent in the co-location of town and village offices described above, co-location also enhances the service provided to the public. Residents often do not have a clear understanding of which municipality provides which services. It is not uncommon for a resident to go to the incorrect location for the service. If town and village offices are co-located, this inconvenience would be eliminated. Residents are provided with the convenience of one location for transacting all of their municipal business.

Both the Town and Village offices are currently housed in inadequate buildings. The Village Hall, located at 17 East Main Street, has limited office space, limited meeting space and the building is not handicapped accessible. The Town offices are located at 5 Bull Street on the same site as the Town Highway Department. The metal-sided building which houses the Town's Police Department, Town Court and Court-Clerks, and the ambulances and ambulance squad, is in deteriorated condition and lacks adequate space for its current uses. The Town's Code Enforcement Officer must work from his home as the Town does not have available office space for his use. Current building conditions and locations preclude co-locating Town and Village administrative offices in either of the existing buildings. Co-location could occur only if a new municipal building were designed and constructed to accommodate both municipalities or if a suitable vacant, pre-existing building in an appropriate location were available. No opportunities exist for the co-location of Town and Village offices without incurring a large capital outlay to construct a new building or to purchase and convert an existing building for joint municipal use.

Municipal Consolidation

Municipal consolidation can sometimes reduce the cost of providing local government service. Such consolidation may be partial, i.e., involves the merger of only certain departments or offices while each municipality continues to exist as a separate municipal corporation. Total consolidation or merger occurs when a village dissolves (disincorporates) and ceases to exist. The duties and responsibilities are absorbed by the town in which the village was located.

Consolidation of the Town Highway Department and Village DPW

Some villages and towns in New York State have merged their DPWs and Highway Departments into a single Highway Department that serves both the town and the village as a way of reducing costs. This is an example of partial merger. Significant costs savings would result only if employee positions could be eliminated and large capital outlays for new buildings or building additions could be avoided.

In the case of the Town and Village of Cuba, a consolidation of the Highway Department and DPW might be possible without the need to construct a new building or building addition by simply retaining the existing, but separate facilities. The two sites are in close proximity to each other separated by not more than one or two minutes of travel time.

A merger of the two departments, however, would not likely result in operational efficiencies sufficient to reduce employee positions. Both departments are currently staffed at minimum levels. See Table 5. Furthermore, the Superintendents of both departments are working supervisors who actively perform many of the work tasks their subordinates perform, in addition to performing supervisory and administrative work duties. Consolidating the two departments would not result in a reduced workload. The consolidated department would have a workload equal to the combined workload that the two separate departments currently have. This is not to say that there would be no savings realized. Some small economies of scale and operational efficiencies might result, but large-scale savings are unlikely.

The Cuba Town Highway Department has a long-standing, informal policy of collaborating fairly extensively with the highway departments of adjoining towns. Each department lends equipment and manpower to the others to assist with larger projects that exceed the ability of one highway department to perform independently. The Cuba Town Highway Department and Village DPW also informally assist each other with larger projects in similar manner. Virtually all of this sharing of manpower and equipment is provided without charge. Such informal mutual aid arrangements between small, rural highway departments and small village DPWs is common in New York State and is essential since few have the necessary staffing and equipment to perform all of the work tasks for which each department has responsibility.

TABLE 5
Village and Town of Cuba Public Officials and Employees

Village of Cuba	Town of Cuba
Public Works / Water & Sewer	
Public Works Superintendent	Highway Dept./Water/Cemetery
Public Works Superintendent	Highway Superintendent-Elected
HMEO / Laborer (3)	Highway Superintendent-Elected
HMEO / Laborer (3)	HMEO (4)
Laborer	HMEO (4)
Laborer	HMEO (4)
Chief WWTP Operator	HMEO (4)
Chief WWTP Operator	HMEO (4)
Public Safety	
Town provides police service in Village	Public Safety
School Crossing Guards (seasonal)	Police Chief
School Crossing Guards (seasonal)	Police Chief
School Crossing Guards (seasonal)	Police Officer (3)
School Crossing Guards (seasonal)	Police Officer (3)
School Crossing Guards (seasonal)	Police Officer (10)
School Crossing Guards (seasonal)	Police Officer (10)
School Crossing Guards (seasonal)	Dog Control Officer
School Crossing Guards (seasonal)	Dog Control Officer
School Crossing Guards (seasonal)	Dog Control Officer
School Crossing Guards (seasonal)	Dog Control Officer
Administration & Fiscal Mgt.	
Clerk-Treasurer / Tax Collector	Administration & Fiscal Mgt
Clerk-Treasurer / Tax Collector	Town Clerk / Registrar Vital Stats /
Deputy Clerk-Treasurer	Tax Collector-Elected
Deputy Clerk-Treasurer	Tax Collector-Elected
Deputy Clerk-Treasurer	Deputy Clerk
Deputy Clerk-Treasurer	Deputy Clerk
Deputy Clerk-Treasurer	Bookkeeper
Deputy Clerk-Treasurer	Bookkeeper
Deputy Clerk-Treasurer	Assistant Bookkeeper
Deputy Clerk-Treasurer	Assistant Bookkeeper
Assessment	
None-Town provides assessment	Assessment
None-Town provides assessment	Board of Assessors (3)-Elected
None-Town provides assessment	Board of Assessors (3)-Elected
Code and Zoning Enforcement	
Code & Zoning Enforcement Officer	Code Enforcement
Code & Zoning Enforcement Officer	Code Enforcement Officer
Code & Zoning Enforcement Officer	Code Enforcement Officer
Village Board	
Mayor	Town Board
Mayor	Supervisor
Deputy Mayor	Supervisor
Deputy Mayor	Councilmen (4)
Trustees (3)	Councilmen (4)
Trustees (3)	Councilmen (4)
Town Court	
Town Justice (2) - Elected	Town Court
Town Justice (2) - Elected	Town Justice (2) - Elected
Town Justice (2) - Elected	Town Justice (2) - Elected
Town Justice (2) - Elected	Court Clerk
Town Justice (2) - Elected	Court Clerk
Town Justice (2) - Elected	Deputy Court Clerk
Town Justice (2) - Elected	Deputy Court Clerk
Ambulance Squad	
Volunteers (30) Paid a stipend	Ambulance Squad
Volunteers (30) Paid a stipend	Volunteers (30) Paid a stipend
Volunteers (30) Paid a stipend	Volunteers (30) Paid a stipend

- (a) Works as needed. No set work schedule.
- (b) Works only occasionally when Town Clerk is absent.
- (c) Bookkeeper and Assistant Bookkeeper also serve as Justice Court Clerks.

TAKING STOCK OF THE COMMUNITY

One of the initial steps undertaken in this project was to take stock of the community. This included documenting progress that the community had made in recent years as well as identifying the community's assets and resources. Despite experiencing economic stagnation during the last 20 years and witnessing the closure of several businesses and a few industries, it was encouraging to see the list of the accomplishments that have been achieved in Cuba during the past six years. The following list was developed, in part, to hearten the stakeholders and members of the public who participated in this project and to encourage future endeavors.

Look at what is happening in CUBA.....

The following have occurred or been initiated since 2004.

1. Palmer Opera House Restoration in downtown funded with a State grants totaling \$1 million. (Restoration is underway.)
2. New owners of four (4) downtown storefronts. (The buildings are currently being renovated.)
3. Business expansion (Cuba Cheese Shoppe, Giant Food Mart, Arrowmart convenience store, Empire Cheese), and new fitness businesses in downtown.
4. Construction of a trail to link downtown Cuba and the Empire City Farm site to the Genesee Valley Greenway Trail funded with \$589,000 Federal grant. Construction to begin in 2010.
5. Genesee Valley Canal Railroad Freight Station rescued from demolition and moved to Empire City Farm site.
6. Construction of a sanitary sewer to serve properties around Cuba Lake and along Route 305 between Cuba Lake and the Village funded with up to \$5.3 million of State aid. I-86 Interchange at Cuba will be the only Interchange in Allegany County with public water and sewer service. (Construction is underway.)
7. Installation of new sanitary sewers in the Village to reduce groundwater inflow and infiltration and improvements to the Village's wastewater treatment plant funded with \$2.1 million of State aid.
8. Construction of a shared (Town, Village and County) salt storage barn. Funded in part with \$243,000 State grant.
9. *United We Stand* flagpole project. Flagpole erected in downtown in 2009.
10. Cuba Memorial Hospital project to construct senior housing to begin in 2010.
11. Establishment of new community festivals (Cuba Garlic Festival and Alpaca Festival).
12. Deer preserve being established adjoining the Cuba-Rushford High School that will be open to the public.

13. Town and Village collaboration to develop a Comprehensive Economic Development Plan funded in part with \$26,000 Appalachian Regional Commission (ARC) grant.



Community Assets and Resources

Taking stock of a community's assets and resources is important to serve as the building blocks for future economic revitalization. It is more efficient and easier to move a community forward by leveraging existing assets and resources than it is to try to create new ones. The following list demonstrates that Cuba has numerous resources for use to build a prosperous future.

1. Historic District and historic heritage. Many beautiful, architecturally significant buildings still intact (e.g., Block Barn, Railroad Freight House, the Historic Palmer Opera House.)
2. Beautiful newly constructed Cuba Memorial Library and Fire Hall.
3. Cuba Memorial Hospital with urgent care service and a skilled nursing home. (Most small communities lack medical facilities).
4. A range of tourist attractions which include the Cuba Cheese Shoppe, Cuba Cheese Museum, Cuba Historical Museum, community festivals (i.e., Dairy Week, Garlic Festival, Alpaca Festival), Moonwinks Restaurant; private and public land attract deer hunters, Cuba Lake attracts boaters and anglers, Maple Lane RV camp, and private camps.
5. Quality-of-life businesses in Town: grocery store, banks, barbershop/beauty shop, hardware store, pharmacies, restaurants, etc. (Many small communities lack many of these types of businesses.)
6. I-86 Interchange: close proximity and quick and easy access / with public water and (soon) sanitary sewer service available.

7. Recreational facilities: Willow Bank Park, Chamberlain Park, Genesee Park, Cuba Elementary School softball diamond and play field, soon to be constructed pedestrian trail linkage to Genesee Valley Greenway Trail, Cuba Lake, Seneca Oil Springs Park Nearby by golf courses (Waterway Hills, Six S, Serenity Hills, Allegheny Hills).
8. Cuba Community Development Corporation (CCDC), which obtains and administers programs to assist low and moderate income homeowners to make improvements to their homes. The Town and Village of Cuba are within the agency's service area.
9. A Railroad Freight Service (WNY&P) rail siding and trans-load facility is located within the Village of Cuba.
10. Abundant supply of high-quality water.
12. Amish farm goods and products are produced in the area which attracts tourists
13. Cuba Feed Store serves the needs of local farmers.
14. Nearby Colleges and Universities: Houghton College, St. Bonaventure University, Alfred University, SUNY Alfred, Jamestown Community College.
15. Strong and active churches that perform community work
16. Cuba is on Allegany County Antique Trail
17. Community recognized as a Tree City USA by the Arbor Day Foundation due to the significant number of trees planted each year.

In addition assessing a community's strengths, it is also important to be aware of its weaknesses. It is also important to be aware of opportunities a community can take advantage of and threats that could harm the community. Identifying these helps a community to accentuate its strengths while working to eliminate its weaknesses and to avoid threats to its long-term success. A SWOT analysis was used to indentify the community's **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. The SWOT analysis is presented on the following pages



SWOT Analysis of Cuba

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Strong name recognition of Cuba Cheese • Easily accessible (I-86 Interchange) • Safe community with friendly residents • Strong civic organizations and service clubs • Colleges nearby (St. Bonaventure and Houghton) • Educated and skilled workforce with strong work ethic (older employees) • Willingness of Town and Village to collaborate and work together • Hospital medical facility with urgent care services • Intact historically significant buildings and Cuba Friends of Architecture working to preserve historic buildings • Multiple community festivals • Active Chamber of Commerce • Availability of railroad freight service in conjunction with trucking service • Existence of Cuba Community Development Corp. that obtains and administers grant funds to assist homeowners to make housing improvements. • Community is visible from I-86 and has lighting and public water and sewer at the interchange • Aggressively seeking State and Federal grants and low-interest loans. • Availability of telecommunication service within Village and along major corridors in Town. 	<ul style="list-style-type: none"> • Lack of downtown anchors • Lack of unified focus. Divergent goals and priorities. • Sidewalks and trees in poor condition • Lack of a marketing plan that ties everything together • Preponderance of older buildings that require lots of maintenance • Absentee landlords who do not maintain their properties • Lack of manufacturers with good paying jobs. Lack of jobs with fringe benefits. • Lack of business incentives • Poorly worded directional sign at foot of I-86 exit ramp • Lack of directional signage along I-86 and Route 19 • Unattractive business-related signage • Lack of suitable Town and Village municipal buildings. Town Hall building is in very poor condition. • Lack of suitable housing for senior citizens • Limited number of local employers and limited commercial tax base • Poor appearance of gateways leading into the community • Poor stormwater drainage in Village • Lack of an economic development, marketing and recruiting plan program • Limited organizational capacity to implement and carryout activities and programs • Much of Village water distribution system is old and in advanced state of deterioration • Village wastewater collection system subject to stormwater inflow and groundwater infiltration (improvements are underway) • Not all entry-level members of the workforce have a strong work ethic. • Old deteriorating housing stock. • Governmental red tape and amount of time required to obtain permits and approvals

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">• Numerous tour buses stop at Cuba Cheese Shoppe and Cuba Cheese Museum annually• Restoration of the Palmer Opera House improve appearance of downtown and will make additional retail space available• Thousands of motorists travel through Cuba daily along I-86 (potential tourism market).• Recreational and business opportunities at Cuba Lake• New sanitary sewer along Route 305 north will open area for development• New Genesee Valley Greenway Trail linkage to be constructed in Cuba to attract visitors• Empire Zone encompasses portions of the Village and Town• Houghton College receptive to arranging internships for students to apply their new knowledge and skills to assist local businesses• Community festivals provide opportunities to promote and “sell” community to visitors.• Opportunity for increasing the collaboration among Town, Village, and Lake District.	<ul style="list-style-type: none">• Potential loss of pharmacy in downtown• Changes to Empire Zone Program may result in elimination of economic development incentives• New York State unfunded mandates• The potential of doing nothing to improve the community (inertia)• Exodus of youth after graduation from school• High taxes and too much tax exempt property

The forgoing inventories, assessments and analysis provided useful information that was taken into consideration in the preparation of the CEDP Action Plan presented later in this document.

In addition to using the ideas and suggestions provided in the survey questionnaires and offered during the focus group discussions, the Governing Board and the consultant conducted their own research to identify economic development strategies and activities other small, struggling, rural municipalities in the nation were pursuing to revitalize their respective communities. Dr. Michael Doyle (a member of the CEDP Governing Board) discovered a publication prepared by the North Carolina Rural Economic Development Center (affiliated with the University of North Carolina School of Government. The publication, entitled *Small Towns: Big Ideas* is a compendium of case studies of 46 small, mostly rural communities. The case studies identify various strategies and activities each are using to foster economic revitalization within their communities. *Small Towns: Big Ideas* may be viewed at the following Internet link:

http://www.sog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf

In addition to providing concrete examples of successful strategies, *Small Towns: Big Ideas* also identified the lessons learned in each community. The lessons learned are summarized below under 11 categorical headings.



Community Development and Infrastructure

1. In small towns, community development *is* economic development.
2. In small communities, economic development includes quality of life enhancements.
3. Community development propagates economic development and vice versa.
4. Successful public investments can have ripple effects throughout the community.
5. Maintaining and improving basic infrastructure is a necessary part of an economic development strategy.
6. Broadband infrastructure is critical to economic growth.
7. Taking a comprehensive approach to community economic development is important to overall success.

Small Successes Build Momentum

1. Small projects can build momentum and partnership for facing larger challenges.
2. Start with *low-hanging fruit* to demonstrate success and build momentum.
3. Short-term success can build long-term momentum.
4. Small projects can build momentum for addressing larger challenges.
5. Demonstrating success helps to build support for your efforts.



Economic Development Assets

1. Heritage, culture and history are economic development assets.
2. Historic preservation is an economic development strategy.
3. Historic assets are economic development assets.
4. Retirees in small towns can be economic development assets.
5. Define economic development assets broadly.
6. Development strategy should be based on a broad definition of small town assets.
7. Unique local assets can be come economic drivers.
8. Build an economy from a community's existing assets.
9. Strategies are more likely to be successful when they are built on existing assets.
10. Local colleges are assets for small town community and economic development.
11. Community colleges can be catalysts for economic revitalization.
12. Recognize and tap into regional economic opportunities.
13. Look broadly at the regional resources that might be built upon to support economic development.
14. Find creative re-uses for vacant buildings.

Arts for Economic Development

1. Investing in the arts community can be a driver of economic development in a community.
2. Strategically designed arts programs can catalyze economic development.

3. The craft industry, particularly tied to tourism promotion, is a potential economic engine.
4. A community of artists can reinvigorate a dilapidated downtown.
5. Artist-driven development can help a small town attract tourists.

Support for Entrepreneurs

1. Entrepreneurs need direct, customized assistance.
2. It takes a comprehensive support environment to help a craftsman, or entrepreneur, build a new business.
3. Small business incubators, whether focused on artists or other entrepreneurs, must provide training and support, along with affordable space, to catalyze economic development.
4. Support for entrepreneurship can have positive multiplier effects in a community.

Organizational Capacity

1. Build institutional (organizational) capacity.
2. Local economic development can be strengthened by forming regional partnerships.
3. Regional collaboration is critical when facing the challenge of rural transportation.
4. Community capacity-building efforts should be viewed as having usefulness beyond their immediate purpose.
5. Financial resources and organizational capacity make a difference.

Workforce Development

1. Workforce investment can be a catalyst for improving a town's economic prospects.
2. Workforce development is economic development.
3. Resources are available to create training programs.

Philanthropy

1. Rural residents may be your most generous supporters.
2. Rural philanthropy can be a tool for building a sustainable pool of resources.
3. Community philanthropy can build financial, human and social capital.
4. Rural residents are often an untapped source of financial capital.
5. The community foundation approach is a long-term strategy.

Leadership and Partnerships

1. Leadership development is good economic development.
2. Grow young leaders with a passion for economic development.
3. Strong partnerships and visionary leadership are necessary ingredients for success.

4. Visionary leadership is critical to a town's success.

Partnerships and Community Participation

1. Economic development must be guided by a broadly held local vision.
2. Community planning must be an inclusive process.
3. Public-private partnerships can be developed to support community development interests.
4. Through public-private partnership, an economic development liability can be turned into an economic development asset.
5. Solicit support from high-level politicians and leaders.
6. Innovative partnerships are critical to the success of entrepreneurship strategies.
7. Get the right people involved from the beginning.
8. Bring everyone's talent to the table to address critical community issues. Intermunicipal cooperation on economic development projects is an emerging and promising strategy.
9. Building a collaborative regional strategy requires a neutral, trusted facilitator.
10. Provide a conduit between local business interests and policy makers.
11. A team approach to development is ideal.

Miscellaneous

1. When facing a challenge, look for a similarly situated community to serve as a mentor.
2. Reliable local data help convince outsiders to believe.
3. Measure and monitor the impacts of a development strategy.
4. Communication with the community is crucial.
5. A local membership organization can be a tool for funding local economic development
6. Preparation means opportunity.
7. Creative use of local policy tools, such as property tax incentives, can encourage targeted economic development investment.
8. Surviving the economic transition requires a shift in local expectations regarding job creation.
9. Cluster-based development can provide a framework for competitiveness and collaboration.
10. Economic development strategies must be focused on building a 21st century economy.

TOOLS AND TECHNIQUES

Several useful tools and techniques that municipalities can use in conjunction with their economic development strategies were identified. These tools and techniques include the following:

Market Analysis and Business Recruitment Plan

A market analysis involves assembling and quantifying information for use to determine the types and sizes of businesses that would have the best chance of succeeding in a given market (community). A market analysis includes defining the geographical boundaries of the market, identifying the socio-economic characteristics of the people who comprise the market, their existing purchasing habits, existing types of businesses and merchandize and/or services provided, quantifying pedestrian and motor traffic generated by each existing business, etc. The information is compiled and analyzed to identify the type(s) and size(s) of businesses that would have the greatest opportunity to succeed in within the market. Information that comes out of market analysis can be used to develop a business recruiting strategy to attract new businesses to the community and to encourage local entrepreneurs to start new businesses within the community.

Capital Improvement Plan (CIP)

A CIP is a long-range planning tool that municipalities use to plan for and schedule large capital construction projects that typically require very large outlays of money. Typically, infrastructure projects such as street and road reconstruction, water system improvements, and wastewater collection and wastewater treatment plant improvements are included in a CIP. Building construction and building renovations are also typically included in a CIP. At a minimum, a CIP should: (a) identify the year in which the project has tentatively been scheduled to be undertaken, (b) provide a cost estimate, and (c) identify potential funding sources.

The use of a CIP helps a municipality to determine the least costly and most advantageous way to fund and/or finance the project. If State or Federal grant and low-interest loans are needed, the municipality can determine its eligibility for each financial assistance program, evaluate the likelihood of successfully obtaining financial assistance, and identify the steps necessary to obtain the assistance as well as the lead time required. The use of a CIP will also enable a municipality to better schedule projects over time so that the financial impact on residents and property owners can be spread out over a long period of time. The use of a CIP also ensures that capital projects are identified well in advance. This prevents projects that will require large cash outlays from creeping up on and surprising municipal officials. Finally the use of a CIP helps municipal officials to establish priorities for large projects and helps to ensure continuity over time as elected officials and municipal staff turn over and are replaced by new elected officials and staff.

When planning for capital improvements, it is very important to have preliminary engineering reports (PER) prepared in advance, especially for the high priority projects. A PER not only establishes the feasibility of a project, but also defines its scope and provides an accurate cost

estimate. Funding agencies typically will not consider providing financial assistance until they have received a PER. Having a PER in hand also places a community in a much better position to act quickly when unexpected funding opportunities present themselves. The Federal American Recover and Reinvestment Act (ARRA) serves as a recent example of a sudden and unanticipated funding program. After a PER has been prepared, the cost estimates may simply be updated periodically to keep it current if opportunities for financial aid do not present themselves during the short term.

Business Improvement Districts

Business Improvement Districts or BIDs are authorized under NYS law as a vehicle to provide general public improvements in downtown business areas. BIDs are special taxing districts which raise funds to make physical improvements within the BID or to provide special or higher levels of certain municipal services. The following list identifies improvements and activities BIDS are permitted to carryout.

1. Construction and/or installation of the following types of facilities:
 - landscaping and park areas
 - lighting and heating facilities
 - physically aesthetic and decorative safety fixtures, equipment and facilities
 - improvements to enhance security of persons or property
 - pedestrian overpasses and underpasses and connections between buildings
 - closing, opening, widening or narrowing of existing streets
 - ramps, sidewalks, plazas and pedestrian malls
 - rehabilitation or removal of existing structures
 - removal and relocation of utilities and vaults
 - parking lot and parking garage facilities
 - fixtures, equipment, facilities and appurtenances as may enhance the movement, convenience and enjoyment of the public and be of economic benefit to surrounding properties. (Examples include: bus stop shelters; benches and street furniture; booth, kiosks, display cases and exhibits; signs; receptacles; canopies; pedestrian shelters and fountains.)
2. Provide for the operation and maintenance of any BID improvement
3. Provide for additional maintenance or other additional serves including:
 - enhanced sanitation service
 - services promoting and advertising activities within the district
 - marketing education for businesses within the district

- decorations and lighting for seasonal and holiday purposes
- services to enhance the security of persons and property within the district



Rural Housing Preservation Companies

Rural housing preservation companies are not-for-profit entities established to improve housing and housing opportunities in a community. The Cuba Community Development Corporation (CCDC) is an existing and functioning rural housing preservation company.

CCDC administers four housing repair and improvement programs within its service area which includes the Town and Village of Cuba, and the Towns of Belfast, Clarksville, Friendship and New Hudson. The housing assistance is provided to income-eligible homeowners to make repairs to their dwellings in order to bring the structures into compliance with the NYS Fire Prevention and Building Code and HUD Quality Housing Standards. Both grants and loans are provided depending on the program and the needs of clients. Financial assistance is also provided to landlords so that they may bring their residential rental facilities into compliance. To qualify, however, landlords must agree to keep their rental units affordable and available to low-income renters. The eligibility criteria for each of the programs CCDC administers varies.

Historic District and Building Façade Standards

Historic Districts are legal districts created for the purpose of protecting the integrity of historically significant buildings and architecture. The Village of Cuba has an established historic district and building façade design standards. Such regulations help to ensure the aesthetic appearance of historic districts and buildings are maintained.

Zoning Regulations

Land use regulations, often called zoning regulations, are regulations municipalities use to regulate the types of land uses that may occur in different areas of a community. Typically the regulations divide a municipality into distinct districts (or zones). The districts are distinguished from each other by the types of land uses and buildings that are permitted within each district. Thus, housing is typically permitted only in a residential district, retail and service businesses in a commercial district, and industrial and warehousing uses in an industrial district. Zoning regulations also typically regulate the minimum size of lots, the distance buildings and improvements must be situated from lot lines, the size and height of buildings, and more. The main purpose of zoning is to ensure that only uses that are compatible are permitted within a district and to ensure that buffers and other safeguards are incorporated to reduce the potential for noncompatible uses adversely impacting on each other.

Commercial Sign Standards and Sign Replacement Incentive Programs

Sign standards are used by municipalities to regulate the type, size, placement, and design of signs in a community. The sign standards can vary from being very liberal with minimal regulation to being very stringent with virtually all characteristics of a sign (i.e., size, material, color, style of lettering, location, illumination, etc.) regulated. Sign standards are commonly used to improve the appearance of commercial districts and to increase the eye appeal to residents and tourists. It is incumbent on a municipality to formulate regulations that best serve its goals and the needs of the community.

Some municipalities offer financial incentives to assist businesses to comply with sign regulations or as an inducement to encourage business owners to remove bad looking signs and install more aesthetically attractive ones. It is not uncommon for the assistance to be in the form of a loan a portion of which is gradually forgiven over time if the sign remains in use during a specified period of time.

Main Street USA Program

The Main Street Four-Point Approach™ to commercial district revitalization was developed by the National Trust for Historic Preservation and has been used by small- and medium-sized communities for the past 25 years to revitalize their commercial business districts. The Main Street program is based on a four-point strategy and eight principals. The four-point strategy includes: (1) organization, (2) promotion, (3) design, and (4) economic restructuring.

1. Organization

Organization involves assembling the human resources to get downtown business owners, property owners, business associations, local government officials and volunteers working together toward the same goal. A governing body and standing committees which make up the fundamental organizational structure of the volunteer program are

established. Volunteers are coordinated and supported by a paid program director. This organizational structure not only allows for a division of work, but facilitates consensus building and cooperation among the various stakeholders who participate.

2. Promotion

This involves marketing the unique characteristics of the commercial business district to residents, investors, businesses owners and visitors. The promotional strategy is designed to forge a positive image of the business district through the use of advertising, retail promotional activities, special events and marketing campaigns carried out by the volunteers. The emphasis is on high-quality promotion and events in order to convey a positive image of the community and to attract people who reside outside of the community into the downtown business district.

3. Design

The design component involves preserving and restoring historical buildings and storefronts to improve their physical appearance. In addition, an inviting atmosphere is created through the use of attractive window displays, parking areas, street furniture, signage, sidewalks, street lights and landscaping that convey a positive visual message about the commercial district.

4. Economic Restructuring

This component involves analyzing the existing mix of businesses in the commercial district. This information is used to identifying the types of businesses needed to diversify the economic base, which is followed by efforts to recruit compatible new businesses and to encourage new economic uses in buildings in the commercial core. Converting unutilized or underutilized commercial space into economically productive property helps to strengthen the business district and boost the profitability of the businesses located in the business district.

Commercial and Industrial Incubators

Commercial or industrial incubators are used to provide low-cost space to new start-up businesses. Most often, incubators house multiple small business tenants. Typically large, vacant and antiquated industrial or commercial buildings are used for incubators. The building owner usually installs, moves or removes partitions to provide each business with the appropriate amount of space it needs. As a business grows, the space it occupies can be expanded within the incubator by adjusting the partitions. The owners of incubators often provide shared facilities and services that help to support their business tenants. Examples include providing a receptionist, meeting rooms, access to a photocopier and fax machine, and a common employee lunchroom that are utilized by all of the tenants. Businesses that become established and successful can eventually graduate to market-rate space elsewhere in the community.

Fab Labs

Fab Lab is an acronym derived from the words **f**abrication **l**aboratory. Fab Labs are small-scale workshops with an array of expensive, computer controlled tools and high technology machines used to fabricate or manufacture a wide range of highly engineered and specialized products on a small-scale. Lab Fab equipment and machinery is often used by inventors and experimenters to fabricate or manufacture prototypes of new equipment, parts, and assemblies on an experimental basis. The advantage of a Fab Lab is that the expensive and specialized equipment is shared among several users, whether individual or business users, who would otherwise not be able to manufacture or fabricate the prototype for lack of money and the specialized equipment. Fab Labs provide inventors with an inexpensive means to manufacture prototypes of their inventions in order to test them to determine if they will work as intended before taking the steps necessary to market and manufacture the products on a large-scale basis.

GOVERNMENTAL FUNDING SOURCES

Small municipalities, due to their limited tax bases, must often rely on State and Federal financial assistance for making improvements to their communities that will help to foster economic revitalization. The following are the main State and Federal programs that provide financial assistance to towns and villages in New York State.

Restore New York Program	
Purpose of Program:	To revitalize urban centers
Type of Funding:	Grant program with 10% local match required in the form of cash and/or in-kind services.
Eligible Projects and Program Requirements:	Demolition, deconstruction, and/or reconstruction of vacant, abandoned, condemned and surplus properties. Rehabilitation of municipal buildings for municipal use is a ineligible activity.
Eligible Applicants:	Municipalities
Administering Agency:	Empire State Development Corporation
Application Cycle:	Annual (New program with no historically established deadline). The application process is competitive.

New York Main Street Program	
Purpose of Program:	To stimulate reinvestment in mixed-use, commercial-civic-residential “main street” buildings or neighborhoods.
Type of Funding:	Grant Program with local match required. Local match varies depending on type of project.
Eligible Projects and Program Requirements:	Building renovations including interior work and facades including renovations to residential dwellings. Assistance to establish or expand cultural or business anchors. Streetscape enhancements.

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Eligible Projects and Program Requirements: <i>(continued)</i>	Projects must be located in service areas where 50% of the residents earn less than 80% of the median income of the surrounding community or an area that has been identified by a State or Federal agency for community or economic development program purposes or eligible as a neighborhood or rural preservation company service area. Target area must be mixed-use.
Eligible Applicants:	Municipalities and Not-for-Profit Corporations incorporated under NYS Not-for-Profit Law which may include community-based organizations and business improvement districts.
Administering Agency:	NYS Office of Community Renewal
Application Cycle:	Annual (Historically the deadline is in April). The application process is competitive

Community Development Block Grant Program

Purpose of Program:	To upgrade public infrastructure, housing, to provide community facilities or to overcome blighting conditions.
Type of Funding:	Grant funding; not match required. \$400,000 for housing improvements/ \$600,000 for water and sewer projects/ \$750,000 for joint water and sewer projects.
Eligible Projects and Program Requirements:	Municipal infrastructure improvements, public facilities and housing assistance programs. At least 51% of the benefiting population must have low or moderate incomes as defined by the US Dept. of Housing and Urban Development (HUD).
Eligible Applicants:	Municipalities
Administering Agency:	NYS Office of Community Renewal
Funding Cycle:	Annual (Historically the deadline is in April). The application process is competitive.

Community Facilities Loan Program

Purpose	To provide municipal buildings and community facilities.
Type of Funding:	Guaranteed/insured loans and direct loans
Eligible Projects and Program Requirements:	Municipal buildings including Town or Village Halls, fire stations, highway and public works barns, public libraries, etc.
Eligible Applicants:	Municipalities and quasi-governmental agencies
Administering Agency:	USDA Rural Development
Funding Cycle:	Rolling application cycle. The application process is non-competitive.

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Rural Utility Services Program	
Purpose	To provide public water and sewer service to rural residences and in small villages.
Type of Funding:	Low-interest loan / grants available for low-income communities
Eligible Projects and Program Requirements:	Construction of public water and sewer systems. Up to 75% grant for service areas that have median household incomes less than \$40,447 <u>and</u> that have a serious public health problem the project will abate. Up to 45% grant for service areas where no public health threat exists or where the median household income exceeds \$40,477.
Eligible Applicants:	Towns and Villages with populations under 10,000
Administering Agency:	USDA Rural Development
Funding Cycle:	Rolling application cycle. The application process is non-competitive.

Drinking Water State Revolving Fund	
Purpose:	To provide safe public drinking water.
Type of Funding:	Low-interest loan / grants up to 75% of project costs in order to reach the target service charge (TSC) established by EFC. The TSC is based on median household income of a community.
Eligible Projects and Program Requirements:	Public water system projects including the construction or renovation of water filtration plants, the construction of water mains, installation of pumping stations, etc. in communities that have pre-existing water systems. Priority is give to water systems that pose the greatest threat to public health or where the project will result in the consolidation of two or more existing water systems.
Eligible Applicants:	Municipalities with pre-existing public water systems. Projects to extend public water to areas not served are typically are not eligible unless the project will result in the consolidation of water systems.
Administering Agency:	New York State Environmental Facilities Corporation
Funding Cycle:	Two-step process application process. Step 1 involves submitting an application to have the projected listed on the agency’s Intended Use Plan (IUP). Funding applications are competitive and funds are awarded based on a project rank on the IUP priority ranking. Applications for listing a project on the IUP have a May deadline. Funding applications may be submitted anytime after the project has been listed, provided the project ranks above the “funding line.”

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Clean Water State Revolving Fund	
Purpose:	To eliminate water pollution and degradation.
Type of Funding:	Low-interest loans (Grants are not available)
Eligible Projects and Program Requirements:	Public wastewater systems including wastewater treatment plants, pumping stations and sanitary sewers in communities that have pre-existing wastewater systems. Priority is give to wastewater systems that are having the greatest adverse impact on natural water sources.
Eligible Applicants:	Municipalities with sanitary sewer systems
Administering Agency:	New York State Environmental Facilities Corporation
Funding Cycle:	Two-step process application process. Step 1 involves submitting an application to have the projected listed on the agency’s Intended Use Plan (IUP) Funding applications are competitive and funds are awarded based on a project rank on the IUP priority ranking. Applications for listing a project on the IUP have a May deadline. Funding applications may be submitted anytime after the project has been listed, provided the project ranks above the “funding line.”

Clean Water / Clean Air Bond Act Grant Program / Environmental Protection Fund Grant Program	
Purpose:	To provide parks and recreational opportunities. To refurbish and preserve historically significant buildings
Eligible Activities	Acquisition of land for recreational purposes and/or the development of parks and recreational facilities.
Type of Funding:	Grant funds for up to 50% of the project cost required with 50% local matching funds required.
Eligible Projects and Program Requirements:	Acquisition and/or development of land for public recreational purposes. Rehabilitation and construction of improvements to existing public parks and recreational facilities.
Eligible Applicants:	Municipalities.
Administering Agency:	New York State Office of Parks, Recreation and Historic Preservation
Funding Cycle:	Annual (Historically the deadline is in the late spring to early summer.) The program is competitive.

Local Government Efficiency Program	
Purpose	To reduce the cost of providing local government services through the use of shared services, co-location or merger.
Type of Program:	Grants for 90% of the cost with a local match of 10% required.
Eligible Projects and Program Requirements:	Preparation of shared services, co-location and merger studies and implementation activities.
Eligible Applicants:	Municipalities, school districts, and fire districts
Administering Agency:	New York State Department of State
Funding Cycle:	Annual. Historically, the application deadline is in January. The application is competitive. Applicants for implementation projects must document the amount of savings that will occur.

Area Development Program	
Purpose	To improve the economy and quality of life within the Appalachian Region by increasing job opportunities, per capita income, and the economic competitiveness of the region.
Type of Funding:	Grants for up to 70 % of project costs for projects in Allegany County up to a maximum grant of \$150,000.
Eligible Projects and Program Requirements:	A wide range of projects are eligible provided that the applicant can demonstrate the project will have a positive economic impact and advance ARC goals. Eligible activities include training and educational projects, business development projects, information technology projects, infrastructure projects, leadership and civic involvement projects and more.
Eligible Applicants:	Towns, villages, counties and not-for-profit corporations located in the Southern Tier Region of New York State.
Administering Agency:	Appalachian Regional Commission with assistance of NYS Department of State and the Southern Tier West Regional Planning and Development Board
Funding Cycle:	Annual. The application process is competitive and involves two steps. Pre-application deadline in June. Successful applicants are then invited to submit a full application with an informal deadline of December 31.



ECONOMIC DEVELOPMENT ACTION PLAN AND IMPLEMENTATION STRATEGY

As discussed earlier, a lengthy list of ideas and suggestions for projects and activities to revitalize Cuba came out of the CEDP planning process. Some of the ideas were developed by the Governing Board, other ideas came from suggestions provided by stakeholders and the public that were offered during the focus group meeting roundtable discussions. Still other ideas were assembled from researching activities other small rural communities in New York State and around the nation have used successfully.

Using the ideas and suggestions assembled during the planning process, the Governing Board developed an Action Plan containing more than 90 recommended actions for revitalizing the local economy. The recommended actions have been categorized under the following nine (9) topical headings.

1. Marketing: Retaining, Recruiting and Supporting Businesses
2. Marketing: Community Appearance
3. Marketing: Community Visibility and Identity
4. Marketing: Community Hospitality
5. Marketing: Community Festivals and Special Events
6. Organizational Capacity and Community Involvement
7. Infrastructure
8. Governmental Efficiency
9. Improve Housing and Recruiting New Residents and Families

In order to ensure that the Action Plan is implemented and carried out, an Implementation Strategy was developed and incorporated into the Action Plan. Developing the Implementation Strategy entailed: (a) assigning a priority (high, medium or low) to each recommended action, (b) assigning a timeframe for implementing or completing each action, (c) identifying the party(ies) [i.e., the organization, committee, board, or person] responsible for carrying out each recommended action; and (d) identifying potential funding sources for recommended actions that would involve some expense to implement. The Action Plan and Implementation Strategy is critical component of the CEDP to ensure that the recommended actions will be carried out.

Like nearly all small western New York communities, the Village and Town of Cuba have very limited funds and very few employees. The Village and Town of Cuba cannot afford to hire a staff of community and economic developers to task with the responsibility of implementing the CEDP Action Plan. The Village and Town will have to rely on volunteers to do much of the work set forth in the Action Plan. As the community has a small population, the number of available volunteers will also be limited. This will constrain the ability of the Town and Village to implement all of the recommendations in the Action Plan. In view of this, the Action Plan with its 93 recommendations could be viewed as overly ambitious. Despite this fact, the Governing Board decided to not pare down the Action Plan by eliminating any of the recommendations. The reason for this is decision was due to the dynamic nature of the local

economy. The economic environment is in a constant state of flux. What may be a low priority today could become a high priority in a couple of years due to ever changing circumstances. If the low priority recommendations were to be eliminated in order to shorten the Action Plan, then valuable recommendations would be lost. Rather than risk losing valuable recommendations, the Governing Board decided it best to keep all of them in the Action Plan.